

Influence of Job Satisfaction on Doctors' Level of Organizational Commitment in Hospitals

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ABSTRACT

Objective: To investigate the influence of job satisfaction level on organizational commitment of doctors doing jobs in public and private hospitals located in Pakistan

Study Design: This explanatory study was conducted in Hospitals of Karachi and Lahore from January 2019 to January 2020.

Place and Duration of study: Data was collected from doctors working in hospitals of Lahore including Fatima Memorial Hospital, De'montmorency College of Dentistry (Punjab Dental Hospital), Faryal Dental College and hospital and Jinnah Hospital. Data was also collected from Karachi including Jinnah Post medical college and hospital and Fauji Foundation Hospital.

Materials and Methods: Questionnaires were given to collect data from doctors. 300 questionnaires were circulated but 251 questionnaires were given back and usable. To evaluate the collected data, simple linear regression analysis was done.

Results: 35.1% (88) of the doctors surveyed were male & 64.9% (163) were female. The results of research demonstrated that there is direct and positive effect of job satisfaction level on all the three dimensions of organizational commitment (affective, continuance and normative commitment) and complete score of organizational commitment.

Conclusion: The findings of research gave important knowledge to management of hospitals and managers dealing with Human resources (HR) employed in hospitals about how to make them contented, devoted, and faithful to hospitals.

Keywords: Organizational commitment, Hospitals, Doctors, Job satisfaction.

INTRODUCTION

Hospitals are organizations which have a significant role on the road to making wholesome society and strong personnel. Important judgments about the patient's treatment are needed by the doctors employed in hospitals. In hospitals, Management can affect the death rates and contentment of patients with the treatment they were given from hospital. In this perspective, it is important and crucial to evaluate that to what level job contentment will affect the commitment and retaining of medical employees (doctors). It will eventually result in giving improved health facilities to the patients. The objective is to examine the influence of job satisfaction (JS) level of doctors on their level of organizational commitment (OC). This research will be carried out on doctors (BDS and MBBS) employed in hospitals located in Pakistan

Job satisfaction (JS) is a significant variable in studies of work feelings¹. Spector² defined job satisfaction as the thinking of individuals about their occupations and various facets of their work. Organizational commitment is a rational position which connects workers to their corporation in where they are employed³.

Meyer and Allen proposed three elements of commitment³ and they were: affective, continuance and normative commitment. 1st component, affective commitment (AC) is attachment and connection of employee with organization. (3). 2nd component, continuance commitment (CC) is to be aware of loss incurred when an individual will leave company. 3rd component, normative commitment (NC) is commitment felt by worker to stay in that firm³.

Studies on relationship between organizational commitment and job satisfaction on doctors and dentists employed in health division of Pakistan are limited. The role of Job satisfaction on the variable of organizational commitment has been very important and existing studies provide mixed results on this⁴.

According to the study by Esfahani & Heydari,⁵ Job satisfaction can impact on improving employees' organizational commitment, So the managers and policy makers should pay more consideration to influence the aspects related to job satisfaction.

Most of research associated with these variables was done on registered nurses (RN) employed in hospitals. Due to very less material available related to this; the hospitals (public and private) are in a tight spot about altering their strategies so that doctors' level of commitment and level of job satisfaction can be improved.

This research will also be beneficial for the potential researchers who want to research in this area in future.

Level of organizational commitment is significant in health division due to critical role that doctors play in delivery of health-related services. It is a noticeable fact that if a person wishes for something then he must have to devote somewhat also. So, it is essential that administration of hospitals should build such atmosphere that aid doctors in developing faithfulness and loyalty to hospitals. So they can put in their full energy in the handling of patients. This will ultimately be good for our motherland also.

MATERIALS AND METHODS

To collect data, questionnaire was given to the doctors. 300 questionnaires were distributed. 251 questionnaires were filled by respondents and returned. The response rate calculated was 83.6%. Hospitals from Karachi and Lahore were included in study, and they were Fatima Memorial Hospital Lahore, De'Montmorency College of Medicine and Dentistry (Punjab Dental Hospital) Lahore, Fryal dental college and hospital, Jinnah Hospital Lahore, , Jinnah Post medical college and hospital Karachi., Fauji Foundation Hospital Karachi from January 2019 to January 2020.

The survey questionnaire consists of individual information of doctors, Organizational commitment scale and Job satisfaction scale. Data was reviewed for mistakes and errors. Then data was entered in SPSS software. To evaluate the data, both inferential (Regression) and descriptive statistical analysis was done.

RESULTS

When descriptive statistical analysis was done it was found that respondent doctors were 35.1% (88) male and 64.9% (163) females.

36.7 percent of the doctors who responded were between the ages of 20 and 25, 42.2% were between the ages of 25 and 30, 14.3 percent were between the ages of 30 and 35, 4.4 percent were between the ages of 35 and 40, 0.4% were between the ages of 40 and 45, and 0.8 percent were between the ages of 45 and 50, with 1.2 percent being over the age of 50.

Regarding education of the doctors, 68.9 % of respondent doctors were bachelors (BDS & MBBS). 27.9% of respondent doctors were postgraduate, 3.2% are M.Phil.

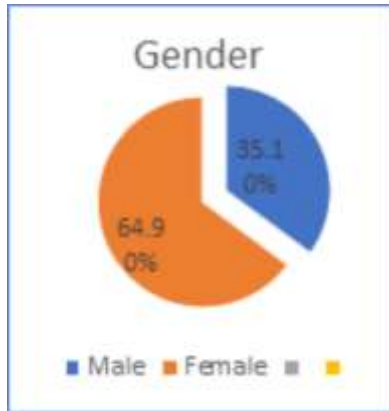


Figure 1

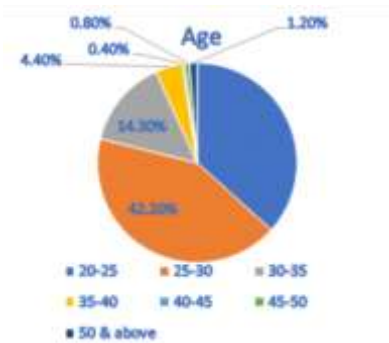


Figure 2: is an example of this.



Figure 3:

If designation of doctors taken into consideration 1.3% were professors, associate professors were 0.4%, assistant professors were 6.4%, post graduate residents were 45.8% and house officers were 46.2%.



Figure 4

84.9% of respondent doctors have professional More than one-fifth of employees at the hospital where they work have worked there for at least five years, and nearly one-third have worked there for at least ten years, 0.4% have 10 to 15 years of working experience in the same hospital, 0.8% have 15 to 20 years of working experience and 0.8% have 20 years and above working experience.

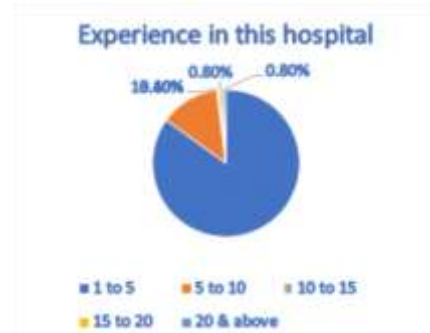


Figure 5

73.7% of respondent doctors have overall professional experience between 1 - 5 years in health department, 19.9% have 5 - 10 years of overall working experience, 3.6% have 10 - 15 years of overall experience, 1.2% have 15 - 20 years of overall experience and 1.6% 20 years and above of overall working experience in the health sector

Between the job satisfaction (JS) of employees affective, continuous, and normative commitments comprise the three components of OC (NC), three regression analysis were conducted.

Following table (i.e. Table 1) shows the three hypothesis that will be tested in this research

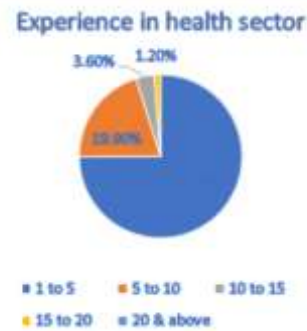


Figure 6

Table 1

Hypothesis	Description
H1	There is no impact of JS (Job Satisfaction) on CC (Continuance Commitment) of Doctors
H2	There is no impact of JS (Job Satisfaction) on CC (Continuance Commitment) of Doctors
H3	There is no impact of JS (Job Satisfaction) on NC (Normative Commitment) of Doctors

Following table (i.e. Table 2) summarizes the regression analysis that was done between In hypothesis 1, 2, and 3, the three elements of organisational commitment are linked to employee happiness and work satisfaction.

Table 2

Independent Variable	Dependent Variable	R Square	B	Sig
Job Satisfaction	Affective Commitment	0.059	0.268	0.000
	Continuance Commitment	0.044	0.246	0.001
	Normative Commitment	0.250	0.622	0.000

A simple regression analysis was performed to determine the impact of doctors' affective, continued, and normative commitment on their perceptions of work satisfaction.

Value of coefficient of determination (R square) is 0.059 as shown in Table 2. Value of R square lies between 0 and 1. It is 5.9% here, which indicates that 5.9% of variation in AC is explained by JS

Regression equation of this hypotheses is:

$$Y = 19.816 + 0.268 (X)$$

$$AC = 19.816 + 0.268 (JS)$$

Because the direction of association is positive, for every unit rise in JS, AC increases by 0.268 units, assuming all other variables remain constant. This demonstrates a close connection between JS and AC. It implies that the affective commitment of Pakistani dentists and doctors working in hospitals is influenced by their job happiness.

Value of coefficient of determination (R square) is 0.044 as shown in Table 2. Here it is 4.4%, which indicates that 4.4% of the variation in CC is explained by JS.

Regression equation of this hypotheses is

$$Y = 13.451 + 0.246 (X)$$

$$CC = 13.451 + 0.246 (JS)$$

According to the instruction of the association, for every one unit increase in JS, there is an additional 0.246 unit increase in CC. JS (job satisfaction) and CC (continuance commitment) of doctors working in Pakistani hospitals have a positive impact on each other.

Value of R square is 0.250. the value here in percentage is 25%; which implies that 25% of the variation in NC is described by JS

$$Y = 9.674 + 0.622 (X)$$

$$NC = 9.674 + 0.622 (JS)$$

According to the equation shown above, an increase in JS leads to an increase in NC of 0.622 units when all other variables are held constant, indicating a positive correlation. This suggests that the NC (Normative commitment) of Pakistani doctors working in hospitals is influenced by their level of job satisfaction, or JS..

DISCUSSION

As evidenced by the first premise, there is a direct correlation between job satisfaction and emotional commitment. JS (Job Satisfaction) has a positive effect on the emotional link between doctors and the hospital in which they work. It strengthens the earlier research⁶⁻¹².

Job satisfaction (JS) and CC (Continuance commitment) are directly linked, according to the second theory. When employees are happy in their jobs, they are more likely to stay with the company in the long run. If the doctor is satisfied with his/her work, he/she will want to keep working at the same facility.

Job satisfaction and normative commitment have a direct and positive link, according to the results of the third hypothesis. Higher levels of Normative commitment are more likely if employees are happy in their jobs. A doctor who is happy with his employment will feel obligated to work at the same hospital where he is employed, as seen by this. Kamrani et al.⁸ found that job satisfaction (JS) has a direct and significant relationship with AC (affective commitment), NC (normative commitment), and CC (continuance commitment) i.e., the components of organisational commitment.

A study by Putra et al.¹³ indicates that Job satisfaction and organizational commitment have an effect on retaining of the nurses; and nurse managers should keep in mind these two when deciding the retention policies for nurses.

Result of another study by Zulmi et al.¹⁴ revealed that to improve faithfulness and working efficiency of staff, hospital administration should have emphasis on organizational commitment so that patient handling can be much more better.

The results of this study contradict with research results of Kaplan et al.¹¹ which shows positive effect of JS (Job satisfaction)

on AC and NC (affective & normative commitment), but no influence on CC (Continuance commitment).

Research by Fadhli et al.¹⁵ indicated that Organizational commitment has a positive and important effect on working efficiency of workers. That shows that if organizational commitment level of doctors and dentists will be more then they will do their best efforts.

CONCLUSION

Findings of this study indicate that affective commitment among doctors working in hospitals was influenced directly by their level of job satisfaction. They will be more enthusiastic and feel more fondness for their job. They will have a feel that they should remain in same hospital because consequence of leaving the job is more than benefit that they may get in the hospital in which they are employed. The result of current study suggests that if the administration of hospitals will have emphasis on job satisfaction of the doctors & dentists, then it will effect their organizational commitment .So, they will remain faithful to the hospital in which they are currently employed.

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